



Department of Health

Souris Community Hospital Authority

Annual Report 2006 - 2007

Souris Hospital
Main Entrance



Together... a healthy future
Ensemble... pour un avenir en santé

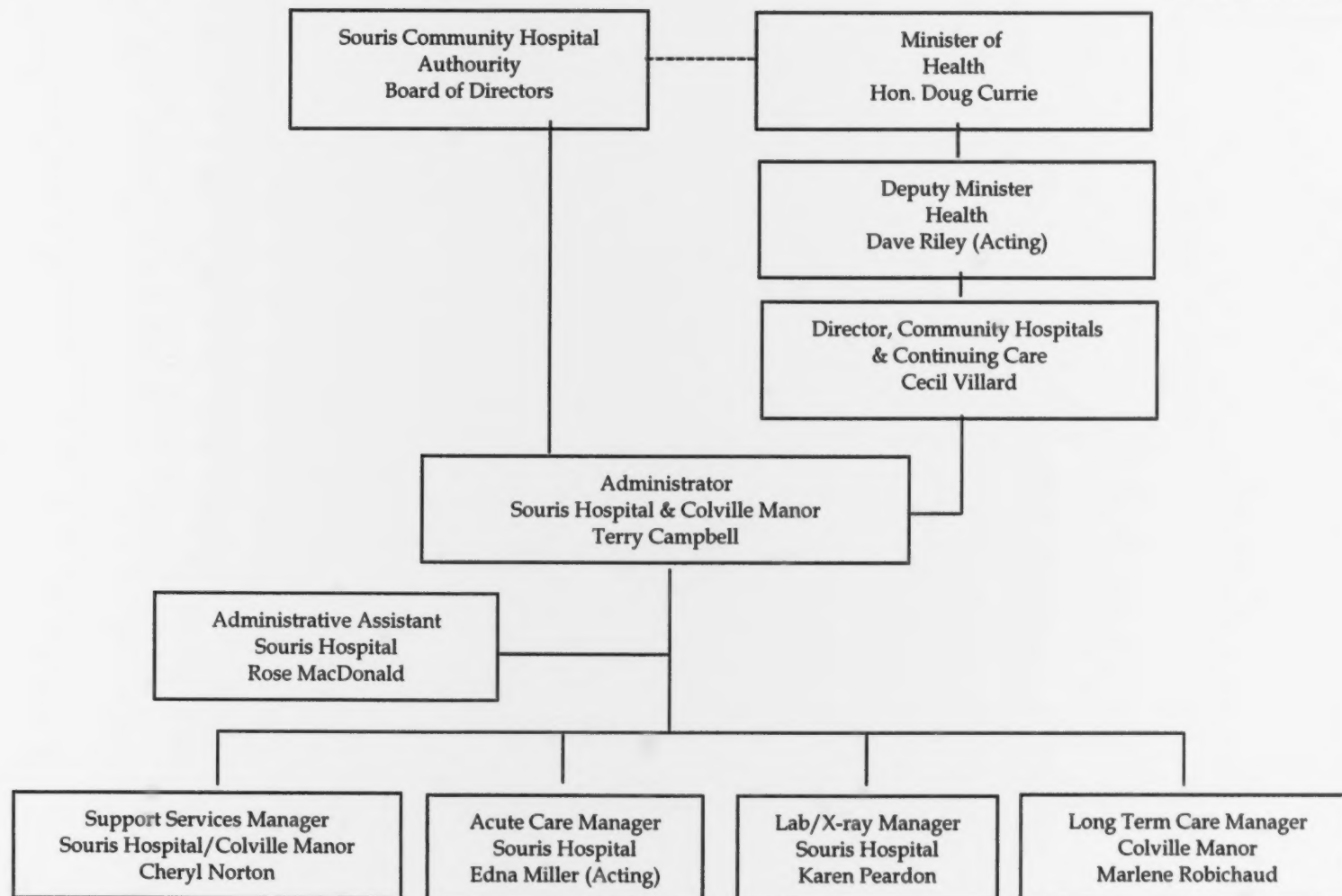
Annual Report 2006-2007
Souris Community Hospital Authority

Table of Contents

Overview of Organization	
Organizational Chart	1
Souris Hospital Board of Directors	2
Eastern Kings Health Foundation Inc.	3
Physicians	4
Long Term Service Awards	5
Chairperson's Report	7
Administrator's Report	9
Medical Director's Report	11
Departmental Reports	
Acute Care	12
Support Services	14
Diagnostic Services	16
Pharmacy Services	18
Physiotherapy Services	19
Statistical Report	21
Financial Report	21

SOURIS HOSPITAL ORGANIZATIONAL STRUCTURE

November 2007



Souris Hospital Board of Directors

The Board of Directors for Souris Hospital presently has four members who have been appointed by the Minister of Health on an interim basis. The Board will eventually be made up of seven elected members.

Mr. Walter Townshend	Fortune	Chairperson
Thelma MacDonald	Souris	
Denis Thibodeau	Souris	
Bill Rooney	Morell	

Souris Hospital is a 17 bed (+one observation bed) Hospital which provides acute care services to approximately 7,000 residents of Eastern Kings, as well as from other parts of the province and visitors to the area. We provide laboratory and x-ray services, physiotherapy, occupational therapy, pharmacy, nutrition counseling and access to the Kings County Diabetes Education Program located in the lower level of the Hospital. Dialysis is offered at Souris Hospital, although it is administered through the Home Care division of the Department of Health.

Within Souris Hospital, we have acute care and ambulatory care located on the upper level. In the lower level, we have the Eastern Kings Family Health Center, Physicians offices, Home Care & Support, Public Health Nursing, Diabetes Program, Housing Services and a private dental clinic. An annex has been constructed onto the hospital which houses the Community Addictions & Mental Health program. The Hospital also provides office space for Department of Health Staff in the areas of Human Resources, Finance and Purchasing. Most of the healthcare services delivered in Eastern Kings are located within Souris Hospital.

Souris Hospital is one of the largest employers in the community. There are 53.5 FTE's (full time equivalent) positions employed at Souris Hospital. We share two part-time nursing positions with Kings County Memorial Hospital in the areas of Infection Control and Clinical Resource.

Eastern Kings Health Foundation Inc.

The Mission of the Eastern Kings Health Foundation Inc. is to provide funding for the equipment and resources for the health services in the Eastern Kings district. The Foundation is a group of community volunteers committed to fund-raising, collecting and directing dollars to improve and maintain the health of the citizens of Eastern Kings.

The past 12 months have been busy for the Eastern Kings Health Foundation. Members of the Board are extremely dedicated to the work of the Foundation which is evident in their attendance at the monthly meetings. Thanks to each and every board member for their input into the monthly meetings.

Donor Wall: The Eastern Kings Health Foundation plays an important role in the lives of individuals in Eastern P.E.I. by supporting the following health service areas: Souris Hospital, Colville Manor, Home Care, Public Health, Mental Health & Addictions and the Family Health Care Center. The Donor Wall is located at the Main Entrance of Souris Hospital, in the hallway leading to the Nurses Station. The levels, one to seven, (\$1,000 - \$50,000+) list individuals and establishments that have given to the Foundation. You may be listed at one of seven levels. Memorial donations designated to any of the service areas that are \$1,000.00 and above may then have their loved ones name added to the "In Memoriam" section.

With generous support from the community, the Foundation was able to provide approximately \$35,000 worth of new equipment to the hospital in the last year.

Board Membership:

**Vivian MacAulay
Fred Cheverie
Arthur Baker
Eric Robertson
Jennifer Ross
Janet Clinton
Shelly McClumpha**

**Souris Line Rd.
St. Catherines
Munns Road
Kingsboro
Dundas
Souris River
Bay Fortune**

**President
Vice-President**



Physicians

The Souris Hospital has a physician complement of four. Presently there is one vacant position. In addition, we have visiting consultants that provide services within the Souris Hospital upon request on an as needed basis.



Dr. P. Berrow



Dr. R. Gonzalez



Dr. T. Toma

In addition, there is a Medical Director that serves in a medical and administrative capacity for Souris Hospital's Medical Staff. The Medical Director may also serve as liaison for the medical staff with the hospital's administration and governing board. The Medical Director for Souris Hospital is Dr. Geraldine Johnston.



Dr. G. Johnston
Medical Director

Long Term Service Awards

Souris Area Department of Health Staff (including Hospital staff) were recognized for their 20, 25, 30 and 35 years of service, totaling 755 years in addition to a retirement of 33 years.



20 years: back row - Doris Cheverie (Home Care); Donna Malone (Souris Hospital); Mary Jane Callaghan (Home Care); Patty Mooney (Mental Health and Addictions); Rhonda MacPhee (Public Health); front row- Doris Matheson (Home Care); Mary Lee Larkin (Souris Hospital); Wendy Poole (Souris Hospital); Missing from the photo: Karen Peters (Colville Manor); Cathy Gallant (Colville Manor); Linda Giguere (Souris Hospital); Joanne Chisholm (Colville Manor); Ellen Dingwell (Home Care).



25 years: back row - Rose MacDonald (Souris Hospital); middle row - Helen MacDonald (Souris Hospital); Eleanor O'Brien (Souris Hospital); Carol Anne Matheson (Colville Manor); front row - Joan Larkin (Colville Manor); Cathy Harris (Colville Manor); Bev Harris (Colville Manor); Missing from photo - Bernadette Victor (Colville Manor); Muriel MacLeod (Souris Hospital); Marlene Mitchell (Home Care); Dianne Kickham (Public Health).



30 years: back row - Carol McNally (Souris Hospital); Emily Matheson (Home Care); Mary MacDougall (Colville Manor); front row - Eileen Townshend (Home Care); Barb Clinton (Home Care).



Terry Campbell (Administrator) congratulates Carol Power for her 35 years of service to Colville Manor. Missing from the photo: Kay Coffin (Souris Hospital).

Chair's Report **2006-2007**

On behalf of the Board of Directors of Souris Hospital, I am pleased to present to the public, the 2nd annual report of Souris Hospital since Health restructuring in 2005.

First, I wish to note that this board is currently still an interim board until elections are held to fill all positions from the surrounding communities which make up the Souris Hospital catchment area. Being a member of the board has certainly proved to be a challenging endeavor both in terms of time commitment and the learning needed to be acquired to help the board better understand our healthcare system.

There have been a few changes to the hospital during the last fiscal year. Over the past year the board endorsed a change in the lab which effectively resulted in increasing the number laboratory tests being analyzed at Souris Hospital as opposed to sending the test off site to be processed. This has contributed to improved turnaround time of the results of these tests as well as using staff resources to their capacity.

Over the past year the board spent a large amount of time reviewing information and preparing for the survey and visit from the Canadian Council on Health Services Accreditation. The board was interviewed by two members of the CCHSA survey team in September. In addition to this, the surveyors interviewed two other teams representing Souris Hospital (Acute Care Team & Environment Team). The surveyors toured the hospital and interviewed patients, staff, and community partners as part of their assessment. We anticipate receiving the final report on the visit early in 2008 and are very confident the survey visit went well and the resulting report will demonstrate this.

The board has discussed and in turn developed a proposal for an "Urgent Care" model of providing health services from the hospital. This model of care would essentially provide walk in access for citizens for urgent but non life threatening health care needs during specified hours. It would closely resemble the present walk in clinic service, but we envision it being more consistent and having

extended hours. This is something the board is hoping can be implemented once we reach our compliment of four full time physicians.

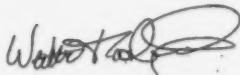
The board meets on a monthly basis and sometimes more often as required. A portion of each monthly regular meeting is open to the public as a means of receiving input from the community on issues that relate to Souris Hospital. A significant portion of each board meeting is centered around issues with recruitment of healthcare professionals. This has and continues to be a major challenge which directly impacts the services being offered at Souris Hospital. The board is quite involved with this issue and has met with officials of the Department of Health on a number of occasions to discuss our recruitment challenges. Physician recruitment is the responsibility of the Department of Health through the medical programs' division. However, we are very proactive in this area. The board is working hard to ensure Souris Hospital is high on the priority list for recruitment.

Over the past year the board has sponsored some appreciation events such as barbeques and suppers as a way of recognizing all the staff who provide excellent healthcare from Souris Hospital.

As the Board moves forward towards continually working to achieve stability of health care services to the community, we look forward to working with our partners to ensure the appropriate and timely delivery of these services.

I wish to express appreciation to Board Members, Staff, Volunteers and Community Partners who are so essential in helping Souris Hospital provide quality health care services. I want to extend thanks to the support provided to the Board from Administration, Staff and Physicians and the Eastern Kings Health Foundation.

Respectfully Submitted,

A handwritten signature in dark ink, appearing to read 'Walter Townshend', with a stylized flourish at the end.

Walter Townshend
Chair, Souris Community Hospital Authority

Administrator's Report 2006-2007

As administrator of Souris Hospital, I wish to submit the following report for the fiscal year ending March 31, 2007.

Souris Hospital continues to pride itself on the excellent care provided to anyone who accesses the services offered. Myself, members of the board and staff members are very flattered by the compliments received from patients and families for the wonderful care and treatment they received while a patient at the hospital. Compliments are made not only about the excellent staff but also about the comfortable and clean environment that also contributes to the healing process.

The hospital continues to operate under the direction of an interim board of directors who are deeply committed to ensuring Souris Hospital provides high quality service. Unfortunately the board is not at a full complement. However, it is anticipated once elections are held a full complement of seven board members will be achieved. I thank the board for their tireless efforts and support over the past year.

During the year Souris Hospital has had three permanent physicians working on a full time basis in the community providing a wide range of healthcare services. Efforts have been constant to try to attract a fourth permanent physician which will certainly assist in providing coverage to the hospital and improved access for patients. We recognize a fourth physician is needed in Souris and we will continue to work diligently to ensure this becomes a reality. I wish to recognize Mrs. Rachel Chapman who works out of the Eastern Kings Family Health Centre and much of her time is dedicated to physician recruitment. Rachel and I have made contact with many physicians over the past year who for various reasons decided not to come to Souris or did not meet the requirements for licensure by the PEI College of Physicians and Surgeons.

The Eastern Kings Foundation Inc. continues to be a very strong supporter of the hospital. The foundation has purchased a variety of equipment for the hospital over the past year and for that we are very thankful. Without the support of the foundation and ultimately the community, we would not be able to purchase new equipment which is needed for improved patient care and staff wellness.

I have been involved in a provincial working committee on Pandemic Planning. The committee has done a lot to contribute to the development of a Provincial Pandemic Influenza Plan for the Department of Health as well as providing valuable information to individual healthcare services and facilities to help better equip them for planning for a pandemic.

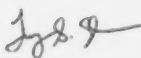
The staff at Souris Hospital really are our greatest asset. Without our staff: housekeeping, dietary, laundry, maintenance, nursing, medical records, physiotherapy, pharmacy, admitting, lab, x-ray and physicians we would not be able to function as a hospital. Over the past year we have welcomed some new staff in various departments and said goodbye to others. In the spring of 2007 we held an appreciation event to honor staff members who were retiring or who have reached the following milestones: 20 years of service, 25 years of service, 30 years of service and 35 years of service. The event was largely attended to celebrate recognition of 755 collaborative years of service.

This year's accreditation survey was my first as administrator. The work involved with doing a self assessment, gathering data, organizing meetings and the actual survey visit itself was quite heavy. Staff are to be commended for pitching in and doing whatever they could to contribute to making our accreditation survey a success. I look forward to reviewing the final report for Souris Hospital.

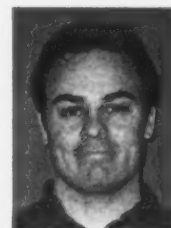
The loss of Emergency services provided at Souris Hospital continues to be a struggle for myself, staff, the board and the community. I look forward to securing a full compliment of permanent physicians and in turn working toward improving access at Souris Hospital.

I wish to thank the Board of Directors, Staff and Physicians of Souris Hospital and the Eastern Kings Health Foundation for your dedication and hard work. Your support and dedication are most appreciated.

Respectfully Submitted,



Terry S. Campbell
Administrator



Medical Director's Report

Presently in Souris there are three full-time Family Physicians with the recent arrival of Dr. T. Toma in addition to Dr. P. Berrow and Dr. R. Gonzalez. The allotted full complement for Souris is four physicians and Government has tried to recruit a fourth physician but without any luck thus far. In addition to these three physicians, there is one Nurse Practitioner, Sherri McKinnon, who also works full-time in Souris in a collaborative practice model. She is really an asset to the group. There are three visiting specialist consultants who come to Souris including Dr. H. Nguyen (Geriatrics), Dr. T. Stultz (Geriatrics) and Dr. P. Parenteau (Geriatric Psychiatry). We are very grateful to have their services and would like to attract other consultants to the area.

Souris Hospital operates as a hospital without Emergency Room services since the ER closure in January 2006. People needing emergency services must go to either the Queen Elizabeth Hospital Emergency Room in Charlottetown or the Kings County Memorial Hospital Emergency Room in Montague. However, Ambulatory Care services are offered as outpatient services and walk-in clinics are run on a regular basis in the off hours to accommodate those with urgent needs.

As Medical Director for Souris Hospital I have credentialed/referenced two physicians for Souris in the past year - Dr. H. Nguyen and Dr. M. Abufayed. As Medical Director I have received no complaints regarding medical services provided at Souris Hospital in the past year. I believe this speaks well of the group providing medical services in Souris to the residents there.

Respectfully submitted,


Dr. Geraldine Johnston
Medical Director



Departmental Reports

Acute Care

This is the Annual Report for the Nursing Department 2006-2007. Many of the challenges that nurses faced in the previous year continue to impact nursing today. Unfortunately, some of our plans for this year were not realized; the implementation of an electronic health record encountered many delays and is now expected to be implemented in 2008. Further expanding ambulatory care services/urgent care continues to be explored but is infringed upon securing a third and fourth physician.

Although some of our goals did not get accomplished our commitment to quality nursing care continues. Our greatest asset is our nurses. Carol McNally, a licensed practical nurse that has been working at Souris Hospital for 20 years won the distinction of *LPN Award for Excellence in Practice*. This is a provincial award chosen from a group of her peers and one that we agree is certainly deserving for Carol.

Education and training remain a high priority within the nursing department. New technologies and procedures continually impact the way care is delivered. Nurses need to stay abreast of these changes. Staff continue to be certified in the new standards of CPR (cardiopulmonary resuscitation) and ACLS (advanced cardiac life support). Other workshops that staff participated in include: pandemic planning, stroke management, cardiac care, dementia in a New Age and medication reconciliation.

Souris Hospital also hosted our own education day. Our topic was palliative care. Our Clinical Resource Nurse; Wendy Poole and Carol McNally were responsible for organizing this workshop. Speakers included Dr. M. Lecours, Provincial Palliative Care Medical Consultant.

Nationally and provincially infection control has been a priority. Super bugs such as MRSA, (methicillin-resistant staphylococcus aureus), VRE (vancomycin-resistant enterococcus) and

C. difficile (clostridium difficile) have been in all hospitals including ours. With the guidance of our infection control nurse; staff's excellent use of universal precautions, most importantly proper hand-washing and the use of isolation techniques, no spread of these germs occurred. Two random sweeps of all inpatients demonstrated these results.

Changes in nursing staff are constant. Presently we have three RN's on Leave of Absence. We welcomed two new RN's; Nicole Harris a full-time permanent RN and Lydia Antolick is a full-time temporary RN. We expect to have more Leave of Absences in the coming year. Betty Fay, LPN had been on a Leave of Absence but presently is on an Ease Back program.

We were very fortunate to have three bright enthusiastic Bachelor of Nursing students with us this summer. The government sponsorship program and return in service program have greatly aided our recruitment efforts. These students may also work with us during their Christmas break which is beneficial to both the students and the Hospital.

The Accreditation Interview for the Acute Care Team for Souris Hospital went well. Much effort from several staff members made this happen. One area efforts were made in was in developing a yearly calendar to inform staff and managers what education sessions will be offered regionally. This allows for everyone to plan for staff to attend these educational opportunities.

The Nursing Department is very committed to providing excellent care to the residents and visitors of Eastern Kings. We are very proud of our hospital and the services we provide. Thank you for this opportunity to report on the activities of the Nursing Department.

Respectively submitted,

Edna Miller RN

Edna Miller
Director of Nursing



SUPPORT SERVICES

The services provided by these divisions are: Maintenance, Housekeeping, Laundry and Nutrition Services.
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Firstly, I personally want to thank all the staff for their continued efforts, support and contributions to Souris Hospital and Colville Manor.

Environmental/Maintenance

Waste Management.

Maintenance staff maintain the grounds at each facility to ensure a pleasing, safe and clean environment. Given that this type of work can be impacted by weather conditions and limited resources it is often a challenge for staff to meet their standards. We appreciate every effort staff and others make when they take responsibility for their own personal safety when in or around the properties.

We continue to have a working relationship with PEI Pest Control and the Department of Environment to ensure our buildings meet Provincial Standards.

Annual and regular inspections are in place to ensure all systems and buildings meet provincial building standards and codes.

The staff of Environmental Services take great pride in maintaining a clean, safe, pleasing and aseptic environment for the comfort and safety of all their clients. This team continues to successfully meet or exceed the expectations and standards for Environmental and Laundry services.

We often hear from others "You could eat off these floors. This has got to be the cleanest building around."

The Laundry Department provides services to all areas of the Hospital facility and Colville Manor. Residents' clothes and linens are processed and delivered daily for a speedy and efficient service. Mending and speciality requests are done on site. This department processes approximately 225,000 lbs. of laundry yearly.

Maintenance staff are also involved in the many aspects of the client's stay and are a key support to those who need help with all the extras around a building: i.e., moving furniture, setting up offices and meeting rooms, etc.

Nutrition & Food Services

Nutrition and Food Services does not just exist to produce "*hospital food*" they prepare and provide "*real*" home-style cooking. This team is tasked to maintain high standards in food preparation service, personal hygiene, safety, etc. They are required to have a knowledge of speciality diets, WHMIS, sanitation, menu development, communication skills and health and safety.

Besides meal preparation for patients, clients and meals on wheels, they supply food for: volunteer functions, meetings, recognition events, palliative care, etc.

Management recognizes the quality service provided by this division and often receive positive feedback "excellent staff" and "great food."

Education

Management continues to support opportunities for staff education; both in-house and away from the site. Mandatory training has been identified and regular education sessions provided.

Conclusion

In closing I want to add that the support staff within these divisions work very well in supporting the operational needs of their facilities. Our challenge and goal for the upcoming year will be to find ways and means to measure our successes and identify inefficiencies.

Respectfully submitted by,

Cheryl Norton

Cheryl Norton
Support Services Manager



Diagnostic Services

The Diagnostic Services Department at Souris Hospital includes: general duty diagnostic imaging (X-Rays) exams, Electrocardiograms, Laboratory procedures and testing. It has been an extremely busy but productive year for the department. The Accreditation survey, CIS (Clinical Information System) and staffing shortages have led to some innovative ways to cover the department to facilitate vacation requests for staff as well as having staff available to train as super users for the Clinical Information System and represent the department through the accreditation process. The department manager represents the facility on the General Laboratory CIS team. This group is responsible for the build of the laboratory program, standardizing the process and protocol for all laboratory procedures and the testing of the system to ensure a positive experience on the implementation of the program. The diagnostic services staff look forward to the "Go Live" and the benefit it will have on patient care to the residents of Kings County. The laboratory solutions will go live on a provincial basis. This is at the request of the general laboratory CIS team. It will continue to be a challenge for our super users to provide all of the necessary training required for staff prior to this event when we do not have the resources available to replace front line staff as a group for training purposes.

Diagnostic Imaging is continuing to grow as a provincial service with new provincial policies being developed regularly. There are now in place a provincial Quality & Risk Coordinator for DI and Quality Control Technologists. This will lead to an improvement in communication to the rural facilities, as well as from these facilities to the QEH, and the radiologists. The provincial technical director for Diagnostic Imaging visits all sites on a rotating basis and there are regular provincial meetings for all diagnostic imaging managers.

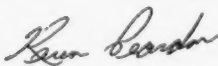
Electrocardiograms that are performed at Souris Hospital are read at the QEH. There is a copy of all ECGs performed on inpatients and emergency patients kept on the chart prior to the original returning from Charlottetown.

Laboratory services at Souris Hospital have continued to expand in scope as well as volume in

the last number of years. The financial support of the Souris Hospital Foundation has enabled the laboratory to increase the menu of tests performed and improve the efficiency in which this is completed. The Diagnostic Services manager in consultation with physicians and management continues to monitor the cost effectiveness and clinical implications of the present test menu and the capabilities and need to add more services.

Annual Statistics 2006- 2007	
Diagnostic Imaging (X-Ray) & ECG	
Total # of patient visits	1,847
Total # of Diagnostic Imaging Exams	2,198
ECG/Holter Monitors	728
Laboratory	
Laboratory Patient Visits	8,082
Laboratory procedures performed at Souris Hospital	19,060
Laboratory Tests referred to QEH	23,661

Respectfully Submitted,



Karen Peardon
Manager, Diagnostic Services



Pharmacy Department

The Pharmacy Department at Souris Hospital continues to provide a wide range of services to inpatients, nursing, physicians as well as other Health Care professionals. The services include but are not limited to a traditional medication distribution system, patient medication counseling, discharge counseling, drug information as well as various clinical services.

The Souris Hospital has been participating in Safer Healthcare Now's medication reconciliation process. Baseline information has been collected, teaching will begin in the fall of 2007 and full implementation is planned for February 2008.

The Pharmacy Department has been involved in the provincial Cerner project. Significant building and testing of the PharmNet solution have been done from Souris Hospital.

A provincial external pharmacy review was performed in the last year. In phase two of the report, recommendations have been made to the Department of Health with respect to the role of pharmacy in community hospitals.

Souris Hospital's Pharmacy Department continues to welcome student pharmacists into the facility for training. Last year, a second year student from the Souris area spent two weeks at Souris Hospital.

Physiotherapy Department

The Physiotherapy Department provides physiotherapy assessments (subjective, objective) as well as treatments based on analysis of assessment findings to patients at Souris Hospital both on an inpatient and outpatient basis, as well as residents of Colville Manor. The department is staffed by a full-time physiotherapist. In addition, the physiotherapist provides staff training in Transfers, Lifts and Repositioning (TLR) of patients, as well as advice on ergonomics and body mechanics as needed. New this year, the physiotherapist has chosen a monthly topic to research and inform the community by way of an informational poster hung outside the physiotherapy department at the Souris Hospital. Some of the topics have included falls' prevention, exercise and diet, gardening, and posture. Often these posters include handouts and exercise sheets to improve strength and flexibility. The posters have been well received by patients, community and staff.

Annual Physiotherapy Statistics

Activity	2005-2006	2006-2007
# of Outpatient Visits	2120	2002
Community Visits (Home/Bayview Lodge)	30 Hours	17 Hours
Long Term Care Visits Colville Manor	60 Hours	61.25 Hours
# of Inpatient Visits	37 Inpatients	81 Hours

There was a total of 309 physician referrals to outpatient services. The current wait time to access physiotherapy services is approximately three weeks. Any postoperative clients are usually seen within one week.

The physiotherapy department continues to direct services toward the alleviation of movement dysfunctions related to nerve, muscle, bone, joint, breathing and heart systems. This includes assessing clients with varying disabilities/conditions and planning/implementing personal treatment programs.

Finally, the physiotherapy department was excited to receive a new recumbent bicycle and traction machine for patient use, generously purchased by the hospital foundation. Already both pieces of equipment have been widely used and are proving to be wonderful and effective additions to the department.

Souris Hospital Statistics

Fiscal Year	2001-2002	2002-2003	2003-2004	2004-2005	2005-2006	2006-2007
Number of beds	17	17	17	17	17	17
Admissions	580	515	487	510	426	404
Patient Days	5049	5012	4318	3948	3681	4079
Per cent occupancy	81%	80.8%	70%	63.6%	59.3%	64%
Average length of stay (days)	8.7	9.7	8.9	7.8	8.5	10.1
Emergency Room Visits	5433	5625	5163	5092	4267	Ambulatory Care Visits 739

Financial Report

Souris Hospital Year Ended March 2007

<i>Primary</i>	<i>Actuals</i>
General Administration	260,361
Nursing	1,756,881
Support Services	1,422,754
Diagnostic Services	321,978
Pharmacy, Occupational/Physiotherapy	228,687
Revenue	(272,166)
Total Expenditures Net of Revenue	3,718,495